



# FASEB

Federation of American Societies  
for Experimental Biology

## FASEB ORGANIZATIONAL & CANDIDATE PROFILE

March 6, 2017 (FINAL)

### OVERVIEW

The Federation of American Societies for Experimental Biology (FASEB) seeks an experienced association executive or experienced executive-scientist to serve as its next Executive Director. FASEB is a 501(c)(3) nonprofit membership society representing 30+ scientific societies with combined memberships of more than 125,000 biological and biomedical sciences scientists. FASEB has an annual operating budget of approximately \$21 million, and approximately \$5 million in reserves. Its nearly 80 employees are located on its 11-acre campus in Bethesda, Maryland.

Over the past seven months, the Federation has taken advantage of an executive leadership transition to conduct a top-to-bottom review of its strategy, governance, operations, and staffing. FASEB is now ready to use those findings in conjunction with insights from its professional interim executive management team from Transition Management Consulting, Inc. and their interim executive consultant, John Barnes to build upon its strengths and create a strong future for the organization. In late 2016, the FASEB board of directors voted to sell its campus and is currently working with a commercial real estate broker to identify prospective buyers. Further, this envisioned future includes a collaborative and productive business model, greater accountability, enhanced customer service, and passionate, and evidence-based communications to advance FASEB’s mission.

Ideally, the new executive director will have experience in leading a scientific organization, have knowledge of current trends and issues facing life sciences, and understand the legislative process and public policy. S/he will be sufficiently entrepreneurial to identify, evaluate, and seize upon various ideas to move the Federation forward in a changing environment. S/he will work with the board of directors to fulfill the Federation’s mission, support the board of directors, lead staff in the execution of these goals, all the while cultivating myriad relationships with member societies and external partners. The executive must be an excellent communicator and understand the needs of diverse and multidisciplinary audiences. S/he will have excellent strategic and operational skills. The executive will appreciate FASEB’s successful past and the outstanding scientific contributions and educational advances that its member society scientists have achieved through their research and work in their professional organizations. [Specific qualifications and anticipated activities are provided elsewhere in this document.](#)

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Founded in 1912, FASEB was originally created by three independent scientific organizations to increase the efficiency of the societies to promote research and provide a forum in which to hold educational meetings, develop publications, and disseminate biological research results.

The Federation is a leader in science policy, and its activities have earned awards from Research!America, Association of American Medical Colleges, and National Postdoctoral Association. FASEB advocates for enhanced funding for scientific research, improving the scientific research environment, and providing services to both its member societies and others in the scientific community. It provides association management services to member societies and non-member scientific societies and associations in and outside biological and biomedical sciences.

This document is provided to individuals interested in learning more about FASEB's executive director role. Visit [www.faseb.org](http://www.faseb.org) for more information about FASEB and [www.TransitionCEO.com](http://www.TransitionCEO.com) to apply for the position no later than Friday, April 14, 2017.

## MISSION

FASEB's mission is to advance health and welfare by promoting progress and education in biological and biomedical sciences through service to our member societies and collaborative advocacy. Its strategy is focused on five primary goals.

- Promote optimal funding for biological and biomedical research
  - Strengthen liaisons with Congress and federal agencies
  - Increase strategic partnerships with other organizations
  - Advocate for investigator-initiated research within a balanced science portfolio
- Improve the research climate
  - Develop advocacy policies and priorities
  - Promote training and sustainable careers in biological and biomedical sciences
  - Educate and engage scientists, the public, and policy makers on important and emerging topics and successes in advancing biological and biomedical sciences
- Expand the community that FASEB represents
  - Assess optimal number and nature of member societies and affiliates
  - Develop strategies in response to the increasing globalization of science
  - Educate scientists to become more effective advocates for science
- Provide value for the FASEB societies and their members
  - Solicit input from member societies to better understand and address their needs
  - Improve communication with member society leadership to promote active and enthusiastic participation in the Federation
  - Encourage participation of individuals in FASEB and member society activities
  - Promote synergies among member societies
- Strengthen effectiveness and sustainability of the Federation
  - Expand, enhance, and diversify FASEB's service activities
  - Develop new sources of revenue, consistent with the mission to increase its economic health
  - Encourage participation of individuals in FASEB and member society activities
  - Promote synergies among member societies

# GOVERNANCE & STRUCTURE

The Federation is governed by a board of directors, which is comprised of 39 members, including the officers (president, president-elect, immediate past-president, vice-president for science policy, vice president-elect for science policy, immediate past vice-president for science policy, treasurer, treasurer-elect, and federation secretary, a position held by the ED and 30 members representing FASEB member societies.

The President serves as chair of the Board of Directors. The President is a voting member of the Executive Committee and the Public Affairs Committee. The President presides at board meetings, but votes only in the event of a tie. The President is also an ex officio, non-voting member of all other committees. The President is the Federation’s chief spokesperson when representing its policies to the public and on all external matters.

Figure 1 describes the committee structure. *Standing Committees* are specified in the Bylaws, while *Ordinary committees* are established by the Board, as needed. The Standing Committees include: Executive Committee; Executive Officers Advisory Committee; Finance Committee; Membership Committee; Public Affairs Committee; Publications and Communications Committee; and Science Policy Committee. The Executive Officers Advisory Committee, a Standing Committee is comprised of the FASEB Executive Director and Executive Officers of the member societies. They meet monthly to discuss issues of mutual interest. The Ordinary Committees include: Excellence in Science Award Committee; Protection of Human Subjects Committee; and, Science Research Conferences Advisory Committee. The FASEB Bylaws, last revised in April 2012, are available at [http://bit.ly/FASEB\\_Bylaws\\_AsOf2012](http://bit.ly/FASEB_Bylaws_AsOf2012).

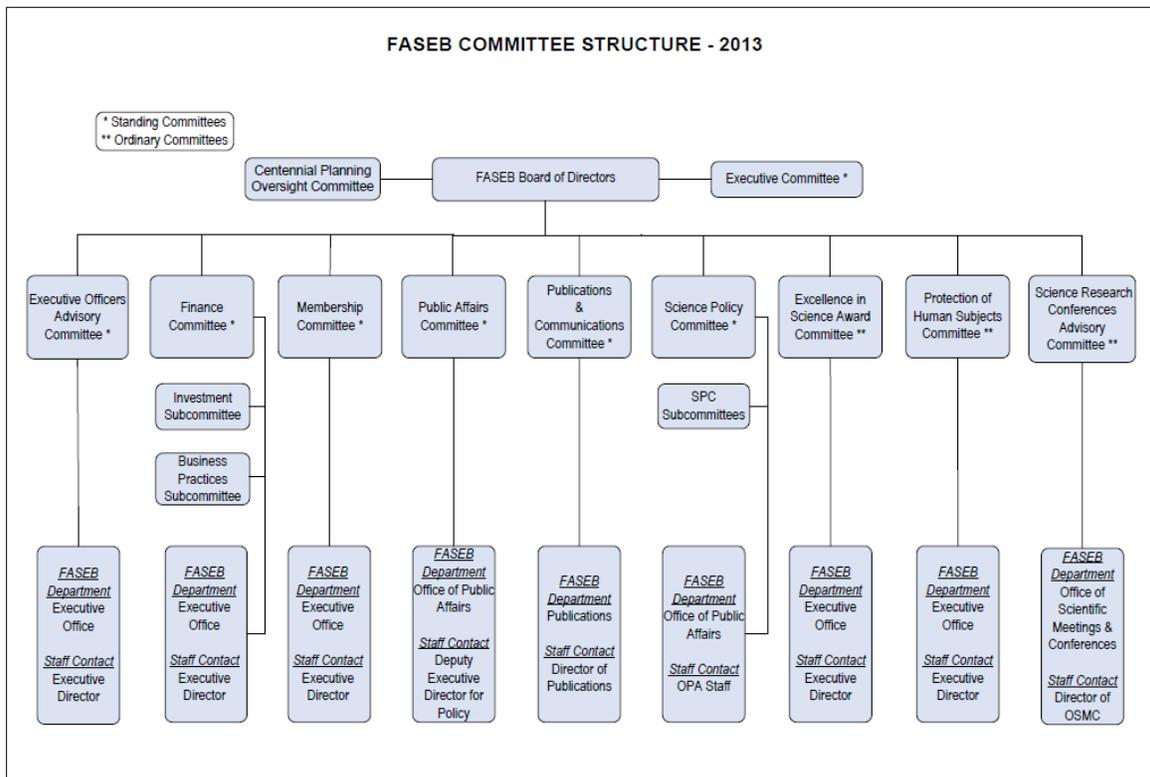


Figure 1. FASEB Committee Structure

Additional information about FASEB’s governance is available at [http://bit.ly/FASEB\\_Governance\\_2017](http://bit.ly/FASEB_Governance_2017).

# FINANCE

FASEB is a 501(c)(3) professional society with an annual operating budget of approximately \$21 million and \$5 million in reserves after paying off the FASEB campus mortgage and construction bonds. Revenue is earned primarily through meetings, publications, and membership dues. IRS 990 tax forms for fiscal years 2012, 2013, and 2014 are available at [http://bit.ly/FASEB\\_990s](http://bit.ly/FASEB_990s). (Registration may be required.) Auditors Tate and Tryon CPAs completed the most recent annual audit for the fiscal year ending December 31, 2015. Additional financial information may be available to selected candidates.

The Finance Committee, in consultation with the Executive Director, is responsible for recommending an annual budget to the Federation Board; safeguarding the invested funds; recommending an investment policy; performing all negotiations with duly authorized investment counselors; and, in all other ways, to assist the Treasurer. The Finance Committee is comprised of the Treasurer, Treasurer-Elect, and at least six additional members, but not more than twelve. Each member serves three-year terms. The President, President-Elect, Immediate Past President, and Treasurer all serve on the Finance Committee as ex-officio, non-voting members.

# STAFF

After nearly a decade of service, Executive Director Guy Fogelman, PhD retired in August 2016. FASEB hired Transition Management Consulting, Inc. (TMC) to provide interim executive management and conduct its executive search. Figure 2 shows the organizational chart for director-level staff and higher.

In addition to working with the board of directors and staff, the Executive Director works with the Executive Officers (EO) of the member societies to address issues of mutual interest to the Federation and the member societies. Together, they jointly serve on the Executive Officers Advisory Committee, which is chaired by the Executive Director.

FASEB is staffed by approximately 80 employees who work on FASEB and client activities in 12 departments. Table 1 shows the staff type (exempt, non-exempt) by department.

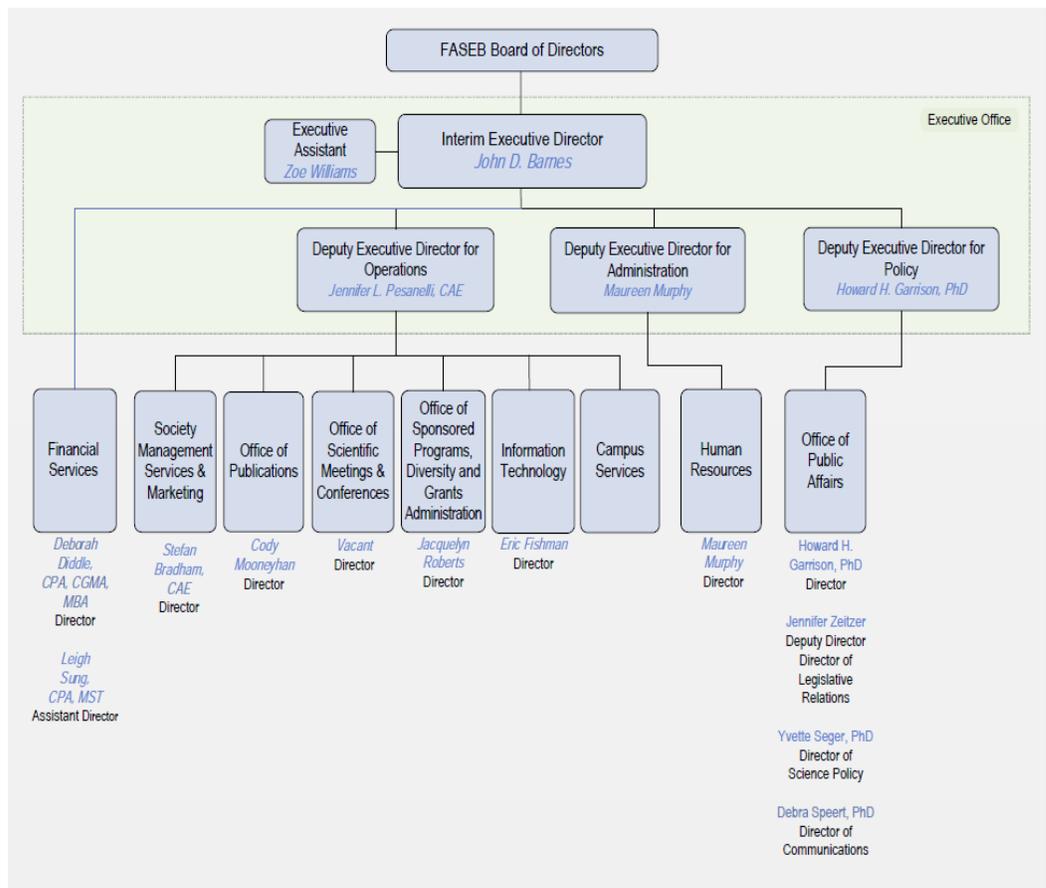


Figure 2. FASEB Staff Organizational Chart – Director Level and Above. (Jan. 2017)

<b>Table 1. Staff Type by Department (As of January 2017)</b>	<b>Exempt</b>	<b>Non-Exempt</b>
Campus Services	0	5
Executive Office	2	0
Financial Services	6	3
Human Resources	2	2
Information Technology	6	2
Marketing	2	1
Membership	0	6
Office of Public Affairs	9	1
Office of Publications	4	3
Office of Scientific Meetings and Conferences	7	6
Office of Sponsored Programs, Diversity, and Grants Administration	4	0
Society Management and Marketing	8	1

FASEB recently completed an HR audit, which now is being analyzed. Recommendations and actions are expected over the next few months.

## MEMBERSHIP

FASEB membership is available to non-profit scientific societies and organizations. The current members are shown in Table 2.

<b>Table 2. Member Societies (in order of date joined)</b>	
APS - The American Physiological Society (1912)	ES - Endocrine Society (1999)
ASBMB - American Society for Biochemistry and Molecular Biology (1912)	ASHG - American Society of Human Genetics (1999)
ASPET - American Society for Pharmacology and Experimental Therapeutics (1912)	ISCB – Intl. Society for Computational Biology (2003)
ASIP - American Society for Investigative Pathology (1913)	ACSM - American College of Sports Medicine (2005)
ASN - American Society for Nutrition (1940)	BMES - Biomedical Engineering Society (2009)
AAI - The American Association of Immunologists (1942)	GSA - Genetics Society of America (2010)
AAA - American Association of Anatomists (1993)	AFMR - American Federation for Medical Research (2010)
PS - The Protein Society (1995)	HSC - The Histochemical Society (2011)
SDB - Society for Developmental Biology (1996)	SPR - Society for Pediatric Research (2012)
APEPS - American Peptide Society (1996)	SFG - Society for Glycobiology (2012)
ASBMR - American Society for Bone & Mineral Research (1997)	AMP - Association for Molecular Pathology (2013)
ABRF - Association of Biomolecular Resource Facilities (1998)	SFRBM - Society for Free Radical Biology & Medicine (2014)
ASCI - The American Society for Clinical Investigation (1998)	SEBM - Society for Experimental Biology & Medicine (2016)
SSR - Society for the Study of Reproduction (1998)	AGE - American Aging Association (2016)
TS - The Teratology Society (1998)	USHUPO - US Human Proteome Organization (2016)

FASEB offers a standard set of member benefits.

- Advocacy: Supports society members' advocacy for issues relevant to their fields.
- Professional Development/Diversity Resources: Strengthens opportunities for multi-disciplinary scientists from diverse and under-represented backgrounds through their careers. Offers travel awards.
- Member Directory: Maintains a database of biological and biomedical researchers.
- FASEB Journal: Highly renowned journal.
- Washington Update E-Newsletter: provides news and analyses of federal science policy.
- Breakthroughs & Horizons in Bioscience: Publishes breakthroughs in biomedical research, their importance to society, and scientific discoveries on the brink of clinical application.
- Life Science Job Center: Maintains the Life Science Job Center.
- Life Science Marketplace: Provides an online marketplace for labs and businesses.

## GOVERNMENT & PUBLIC AFFAIRS

The Office of Public Affairs (OPA) works with the representatives of FASEB's member societies to develop and promote policies to advance research and education in the biological and biomedical sciences. FASEB helps society members play an active role in advocating for issues relevant to their fields, especially urging Congress and federal agencies to provide sustainable and predictable funding for scientific research. FASEB supports this effort through access to advocacy tools and information members need for contacting elected officials and the media. These include science policy, research, and news; talking points; federal funding data by state and district; federal science budget information; funding trends; education and employment of biological and biomedical scientists; and an action center providing a one-stop location for keeping abreast of key issues, for example:

- Maintaining sustained and predictable federal support for research
- Maintaining support for investigator-initiated research and a strong peer review process
- Ensuring access to appropriate research models and resources (including animal research)
- Fostering the development of the next generation of researchers
- Streamlining redundant or conflicting research regulations
- Educating the public about the value of biological and biomedical and basic scientific research

Ten employees staff the OPA, including a director, deputy director of legislative relations, director of science policy, director of communications, and other staff. Policy development begins with scientists representing FASEB member societies and reflects the views of a broad cross-section of the research community through the Science Policy Committee (SPC) and various subcommittees addressing issues important to scientists. The SPC is chaired by the Vice President for Science Policy and holds a monthly conference call. It meets in person once a year in conjunction with the annual Science Policy Symposium. Information is at [http://bit.ly/FASEB\\_Sci\\_Policy](http://bit.ly/FASEB_Sci_Policy).

Public affairs efforts by FASEB staff and its members are having an impact, including:

- The [21st Century Cures bill](#) which incorporated FASEB recommendations.
- The fiscal year 2016 [Omnibus spending bill](#) adopted FASEB's funding recommendation for the National Institutes of Health and language related to travel and conference attendance for federal scientists.
- National Academy of Sciences and National Science Board cited extensively FASEB on issues of regulatory burden.
- A FASEB-led coalition prevented an increase to the Small Business Innovation Research (SBIR) set-aside that would have reduced funding for researchers in academia and other settings.

Research!America honored FASEB with its 2002 award for advocacy. The National Postdoctoral Association awarded its 2007 Distinguished Service Award to FASEB for its Individual Development Plan (IDP) project, policy research, and advocacy. In 2013, Association of American Medical Colleges (AAMC) honored FASEB by recognizing its "myIDP" as an Innovative Institutional Partnerships in Research and Research-Focused Training.

## ASSOCIATION MANAGEMENT SERVICES

FASEB has supported scientific societies and biomedical research for more than a century. Its association management services are tailored to meet the needs of its member societies, and other organizations. A list of clients is available at [http://bit.ly/FASEB\\_Clients](http://bit.ly/FASEB_Clients).

Services include day-to-day general management through long-term planning. Client services include: executive management; administration; accounting and financial services; membership marketing, recruitment and retention; marketing and advertising sales (AdNet); meeting, conference, and event and exhibit management; publishing and publication fulfillment services; technology and IT support; and project management.

## SPONSORED PROGRAMS, DIVERSITY, & GRANTS

The FASEB Office of Sponsored Programs, Diversity and Grants Administration (OSPDGA) is responsible for supporting all grant-related activities at FASEB from drafting grant applications to providing administration, management, and logistic support.

One of its premier programs, “Maximizing Access to Research Careers” or MARC program, is a federally-funded grant program supported by NIH that provides access to programs and resources designed to help develop and prepare underrepresented students in the pursuit of graduate training leading to the Ph.D. degree in the biomedical and behavioral sciences. It offers ancillary activities to support training, development, and research education opportunities for students, post-doctorates and early-career scientists from diverse and underrepresented groups.

OSPDGA staff manages career services that specialize in biomedical career development and workforce recruitment, including FASEB Life Sciences Job Center, an internet-based network of biomedical employment opportunities, advertisements, and job seekers’ credentials; and FASEB-managed virtual career fairs and meeting-related career centers offering onsite career development and employment clearinghouse services available to biomedical societies.

## COMMUNICATIONS

FASEB uses a variety of communication vehicles, primarily digital, to keep its members updated on organizational news and research advances (journal, newsletters, email blasts, annual reports, and social media.)

The FASEB Journal is among the world’s most cited peer-reviewed, multidisciplinary journals publishing original research articles, editorials, reviews, and news of the life sciences. Currently, the journal’s five-year Impact Factor is 5.639 with a 2014 Impact Factor of 5.043. The FASEB Journal is the second most cited biology journal; among the top five in total articles published; among the top 10 biology journals as ranked by Immediacy Index; and among the top five as ranked by Eigenfactor Score. See <http://www.fasebj.org/> for more information.

The Washington Update Newsletter is a biweekly newsletter that covers policy developments at federal science agencies, discusses the current state of science funding, and shares the news that impacts science and scientists. <http://www.faseb.org/Resources-for-the-Public/Washington-Update-Newsletter.aspx>

Science Policy and Advocacy Reports address education, student-related issues, ethics, funding issues, and more. <http://www.faseb.org/Science-Policy-and-Advocacy/Science-Policy-and-Research-Issues.aspx>

Breakthroughs in Bioscience reports on recent breakthroughs in biomedical research and their importance to society; describes scientific discoveries on the brink of clinical application; and highlights the important role animal models play in biological and biomedical research and discovery. <http://www.faseb.org/Resources-for-the-Public/Breakthroughs-and-Horizons-in-Bioscience.aspx>

Annual Reports provide an analysis of FASEB’s performance and sheds light on its activities and vision. Reports through 2015 are published online at <http://www.faseb.org/About-FASEB/Annual-Reports.aspx>.

FASEB communicates through social media, including [Facebook](#) (10,008 likes), [LinkedIn](#) (1,143 followers), [Twitter](#) (3,778 followers, 9,192 tweets), and [YouTube](#) (368 subscribers, 200,548 views). (Statistics are as of January 2017.) OPA provides comprehensive media relations to the Federation and consultative services to member societies.

## EVENTS & MEETINGS

Each summer, FASEB offers approximately 30 week-long interdisciplinary Science Research Conferences (SRC) that explore new developments in research areas undergoing rapid scientific advances. Each meeting attracts about 150-300 attendees who explore and discuss critical issues in their fields. FASEB does not hold an annual meeting, although several of the larger FASEB member societies jointly meet at the annual Experimental Biology Meeting (<http://experimentalbiology.org>).

## TECHNOLOGY

FASEB has a robust website ([www.faseb.org](http://www.faseb.org)). Members and staff have identified potential upgrades to the site, including, for example, making it more dynamic, user-friendly, updating links, and optimizing for search engines. The successor executive director will be responsible for conducting a technology audit and making recommendations on enhancing FASEB's technology both outward facing and to serve internal needs.

## ORGANIZATIONAL SELF-ASSESSMENT

In August 2016, TMC undertook a rigorous data collection process, conducting one-on-one interviews with the FASEB board, FASEB senior staff, and Executive Officers of the member societies, from which a workplan for the interim executive director was created. The interim executive director has focused on, among other things, strategic planning, a governance review, board training, staff structure, hiring a short-term interim chief financial officer, member dues review, asset review, and day-to-day operations. Through this process, stakeholders consistently identified the following strengths, weaknesses, opportunities, and threats:

<p><b>Strengths</b></p> <ul style="list-style-type: none"><li>• Public affairs, science policy</li><li>• Science Research Conferences</li><li>• FASEB Journal and Breakthroughs in Bioscience</li></ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>• Membership recruitment and retention, member services</li><li>• Leadership, management and administration</li><li>• Internal communications</li></ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"><li>• Increase the number of Society members</li><li>• Growth of field and professions</li></ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"><li>• Business model</li><li>• Failure to leverage the value of its real estate</li><li>• Failure to address programmatic quality control</li></ul>

## EXECUTIVE POSITION

### POSITION SUMMARY

The FASEB Executive Director (ED) is the chief staff officer responsible for leading and managing staff and operations. The ED supports volunteer leaders and member societies in the development of relevant plans and policies to achieve the strategic plan and provide for high-quality products and services. The ED is employed by and reports to the Board of Directors through the President (or designee). The ED supervises and evaluates his direct reports and is responsible for the performance of all staff and contractors.

## QUALIFICATIONS

	Required	Preferred
Experience	Minimum of 10-15 years of successful executive-level association management experience, ideally in a scientific organization	Background in science or research, knowledge of current trends and issues facing life sciences. Knowledge and understanding of the legislative process and public policy
Education	Master's degree or higher (although not necessarily a PhD or MD)	
Certifications		Certified Association Executive (CAE) or equivalent

### Desired Skills and Experiences

- Strong nonprofit management experience in either 501(c)(3) or 501(c)(6) institutions
- Knowledge of current trends/issues facing the biological and/or biomedical sciences
- Experience or knowledge of science and/or research processes
- Excellent interpersonal skills
- Exceptionally strong communication skills
- Experience as an agent of organizational change
- Strong critical thinking and reasoning skills
- Business acumen (strong ability to read and interpret financial statements)
- Technologically adept, including an appreciation for social media

### Executive Characteristics and Attributes

- Affinity for science and the scientist's mind
- Excellent communicator and listener, articulate, persuasive
- Successfully integrates input and feedback, accepts good counsel
- Confident and self-assured with a well-managed ego
- Good sense of humor
- Energetic with a high degree of stamina, action oriented, results oriented
- Patient
- Politically savvy, diplomatic
- Ethical
- Entrepreneurial with appropriate risk taking
- Collaborative decisionmaking and working with both internal and external stakeholders
- Promotes and maintains a culture of collaboration, inclusion, and morale
- Delegates appropriately, promotes accountability, customer service focused

The scientific community culture is based on curiosity; intelligence; creativity; empirical evidence gathering (information gathered through observation and experimentation); investigation and scrutiny; honesty, integrity, and objectivity; persistence; education and mentorship; acknowledging the contributions of others; competition; and, transparency.

### Special Requirements

FASEB and the scientific endeavors it supports requires that candidates not have any ethical, philosophical, moral, or other reservations in representing and supporting it and its society members in any of the following and related activities: assisted reproduction; cloning; evolution; gene therapy; genetic modification; stem cell research; use of animals or humans in research and/or testing; use of human fetal tissue in research; and vaccinations.

## **FASEB POSITION DESCRIPTION: EXECUTIVE DIRECTOR**

**SUMMARY:** The Executive Director (ED) of the Federation of American Societies for Experimental Biology (FASEB) is the chief staff officer responsible for leading and managing FASEB and its staff and operations. The ED supports volunteer leaders and member societies in the development of relevant plans and policies to achieve the strategic plan and provide for high-quality products and services.

**ACCOUNTABILITY:** The ED is employed by and reports to the Board of Directors through the President or designee. The ED is responsible for the performance of all staff and contractors, and supervises and evaluates staff who report directly to the ED.

### **DUTIES AND RESPONSIBILITIES:**

#### **Leadership**

- Works collaboratively with internal and external stakeholders to achieve mutually beneficial outcomes
- Builds a culture sensitive and responsive to the needs, interests, and values of its stakeholders
- Working together with FASEB leaders, facilitates the organization's representation before government agencies or advocacy groups and articulates FASEB positions and policies, as required
- Assists the President and Board in promoting the image of FASEB, its officers and public policy representatives to establish FASEB as the premier national resource on issues affecting the funding, conduct, reporting, and utilization of biological and biomedical research
- Ensures that productive business and membership models help sustain the organization

#### **Governance and Strategy**

- Provides the Board with the appropriate information needed to support decision making and effective governance
- Assists the Board in the development of association policies
- Coordinates with the President to develop agendas and materials for the Board and governing committees
- Oversees volunteer recruitment, orientation, training, recognition, and accountability
- Facilitates with the Board the development of a strategic plan; monitors and regularly reports on plan progress; and ensures annual plan review
- Implements organizational strategy; develops and monitors operational plans to implement strategic plan
- Continuously scans the environment to collect and examine data on environmental changes effecting FASEB
- Monitors activities of all FASEB committees to facilitate missions and ensure adequate resources.
- Serves as Board Secretary; ensures accurate recording and security of Board and committee proceedings

#### **Financial and Administrative Management**

- Develops and recommends an annual budget to the Board in consultation with FASEB senior staff, finance staff, and Finance Committee
- Prudently manages the Federation's resources within the limits of the approved budget and policies
- Monitors budgetary performance and oversees adjustments when performance deviates from projections
- Monitors and ensures that FASEB complies with its Bylaws, and relevant laws and regulations
- Supports long-range investment and financial planning in conjunction with the Treasurer and advisors
- Develops revenue sources, especially non-dues income, to expand programs and services
- Oversees timely, regular, and accurate financial reporting to Board and taxing authorities, per policy
- Facilitates an independent annual financial audit and drafts a response to the auditor's management letter
- Develops office, personnel and other operational policies and procedures
- Reviews and executes routine contracts within parameters established by the Board
- Monitors and mitigates risks to protect and advance FASEB (e.g., intellectual property, insurance)

### **Human Resource Management**

- Recruits and develops senior staff to effectively manage and develop the organization and staff
- Builds an effective and cohesive senior leadership team
- Prepares organization for key and senior staff successions
- Oversees staff hiring and supervision per Board-approved personnel policies and best practices
- Reviews staff organizational structure to ensure greatest efficiencies possible
- Ensures the development of staff at all levels, including mentoring and training, as appropriate
- Conducts staff performance evaluations per the Board approved employee handbook
- Engages staff in entrepreneurial thinking, facilitates ownership of goal setting and achievement
- Ensures staff understands and meets expectations for prompt, courteous customer service

### **Programs, Products, and Services**

- Oversees and monitors products, programs, and services to fulfill the mission and strategy
- Oversees all programs, services, products, and activities to ensure program objectives are met
- Ensures continuous program monitoring for accountability and efficiency

### **Communications and Public Relations**

- Ensures a strong and coherent brand that is clearly articulated in all communications
- Maintains the necessary flow of communications between Board, member societies, staff, and partners
- Promotes a positive public image and positions FASEB as an industry leader
- Serves as FASEB spokesperson in collaboration and consultation with the President

### **Relationship and Alliance-building**

- Identifies, establishes, and maintains strategic partnerships with member societies and external groups
- Ensures strategic interests are protected and relationships and risks managed
- Ensures that alliances have a clear purpose and a specific range of activities

### **Membership**

- Serves as chair of the Executive Officer Advisory Committee and the liaison to member societies to ensure issues of mutual interest to FASEB and member societies are effectively addressed
- Delegates authority and provides necessary oversight to ensure that FASEB is responsive to the needs of its members by providing high-quality services

### **Technology**

- Ensures staff has the technological resources and training to fulfill their responsibilities
- Maintains awareness of trends and knowledge about changes in technology and business services
- Leverages technology when it is efficient to do so and ensures its use is responsive, agile, and up-to-date

**REQUIREMENTS:** Travels domestically up to 10% of the time. May be asked to represent FASEB in various venues. May have to walk and stand a significant portion of this time at events, and lift or move 20 pounds or more. May have to work outside of normal business days and hours. Position requires extensive computer work, including the use of keyboard, mouse, and monitor.

**SUBJECT TO CHANGE:** Responsibilities, requirements, and authorities are subject to change, as warranted.

**STATUS:** Full-time, Exempt

## **ANTICIPATED PRIORITIES**

The following are the anticipated initial tasks and activities to be undertaken by the successor executive during his or her first 24 months of tenure.

### **First 6 months**

- Learn the organization and its culture through one-on-one meetings with staff, volunteers, member societies, and other stakeholders; site visits; meeting and conference attendance; and document review
- Build and develop senior-level management team and staff teams
- Develop and maintain collaborative partnerships with internal and external stakeholders
- Support staff, volunteers, and member societies during change initiatives
- Implement Board-approved strategic plan and develop effective measures, reporting, and accountability structures
- Identify and/or implement productive business and membership models to help sustain the organization
- Implement Board-approved reforms to the governance structure and committee structure and process
- Implement appropriate staff structure and process changes, including recommendations from HR audit
- Implement Board-approved changes to services and products, including the development of a plan to address society management services (association management) strategy
- Develop and implement Board-approved changes to membership recruitment and retention
- Continue to support member societies and identify and recruit new society members
- Develop a succession strategy for senior and other key staff, as needed
- Articulate and address needs for high-level financial management, such as a Chief Financial Officer

### **Year 1 and Year 2**

- Oversee the continuation of an effective implementation of the new financial management system
- Support the Board-approved sale of the campus
- Support the relocation of on-campus clients, members, tenants, and staff
- Locate, build out, and provide oversight to ensure move into new office space for FASEB
- Lead a review of the public affairs department in anticipation of the retirement of its director
- Work with IT staff on a thorough review of the technology needs and create a technology plan, including identifying the resources necessary to implement the plan consistent with the strategic plan
- Conduct appropriate internal and external communications: audience, delivery, frequency, and staffing

## **COMPENSATION**

Salary and benefits are commensurate with associations of a similar size and scope based on a recent review of compensation data conducted by Hay Group. This position may be eligible for relocation support in an amount to be determined. FASEB may offer a 3-year written employment contract. FASEB currently offers a standard benefit package available to all eligible employees, including, for example:

- Leave: Annual Leave: Up to 24 days per year based on length of service; accumulation up to 30 days per year; 1 day a month sick leave (accrues without limit); flexible leave to care for ill child, spouse, or parent; family medical leave; maternity and pregnancy leave and recovery; bereavement leave
- Holidays: 10 days annually
- Insurance: Health, dental, vision plan; group life; business accident; short-term and total disability
- 403(b) Retirement Plan: 10 percent match with 2.5 percent employee contribution
- 457(b) Deferred Compensation Plan

- Employee Assistance Plan
- Flexible Spending Account
- Pre-tax premium plan
- Child and Elder Support
- Educational assistance/training and development
- Free parking
- Cell phone and laptop for business use

## APPLICATION INSTRUCTIONS

Jackie Eder-Van Hook, PhD, President, Transition Management Consulting, Inc. is conducting the search. Interested applicants must apply online at [www.TransitionCEO.com](http://www.TransitionCEO.com) no later than Friday, April 14, 2017, and submit a cover letter, current resume, and salary expectations. **(All are required.)**

First in-person interviews with the Search Committee are scheduled and expected to be held in Metropolitan Washington DC in May 2017. It is anticipated, though not guaranteed, that this search will conclude in the summer of 2017. The successful candidate can anticipate joining FASEB shortly thereafter. The actual start date will be negotiated with the successful candidate. Finalist candidates will be required to undergo a background check, including, but not limited to, criminal, civil, credit, and public record checks, and reference checks.

### **In-Person Interview Dates**

1<sup>st</sup> Interview  
May 2-3, 2017

2<sup>nd</sup> & Final Interview  
May 24-25, 2017



Jackie Eder-Van Hook, PhD  
Transition Management Consulting, Inc.  
+1-202-244-3163  
Candidate Materials: [www.TransitionCEO.com](http://www.TransitionCEO.com)  
Questions Only: [FASEB\\_Search@TransitionCEO.com](mailto:FASEB_Search@TransitionCEO.com)

A national leader in providing interim management, executive search, and consulting to associations and nonprofits, Transition Management Consulting, Inc. serves as a trusted advisor to boards of directors and executives.

## PROFILE METHODOLOGY

The FASEB Search Committee and TMC developed this Organizational and Candidate Profile using various data collection methods, including input from selected board members and staff, discussions with the Search Committee, leadership and stakeholder input, and document review. It identifies, prioritizes, and communicates the skills, knowledge, and qualifications desired in the organization's next executive, as well as some of the current opportunities and challenges facing the organization. The summary information contained herein, though believed to be accurate, is not guaranteed. Candidates are strongly encouraged to review the organization's website and seek out additional information to help them make their own assessment of the organization and whether their skills, abilities, personality, and experiences might be a good fit with the organization's needs and culture.

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